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INSCOM JOURNAL



- An Open Letter from the Army Chief of Staff
- INSCOM Hosts Family Action Symposium



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Cover Photo: 513th MI Brigade soldiers fold a garrison flag following a ceremony at Fort Monmouth, N.J. (U.S. Army photo)

Being 'HOO-AH' Puts Soldiers Ahead of the Pack

By Col. Robert Noonan Jr.

Recently a soldier asked me what *HOO-AH* meant — great question and deserving of a proper answer.

First of all, it is not a substitute for "yes, sir; no, sir; good morning, sir," etc. It's also not universally accepted as the primary expression of excitement and other forms of adrenaline rush. It definitely isn't the same thing as the Marines' *ARRUHA*. To confuse things, however, it can be used as all of the above, but only if you're a real *HOO-AH* soldier.

What it really is, is a word denoting a sense of pride and professionalism, only to be used by the very best. It started with the growth of light infantry, airborne, and ranger forces in the mid-'80s and has expanded to all units that are technically and tactically competent — the best of the best, the Army's elite. Using it implies you fit the definition.

A soldier who has *HOO-AH* is a soldier who truly knows his/her busi-

ness and constantly seeks better and innovative ways to accomplish the mission.

That soldier must be a true professional who looks for the opportunity to excel and isn't afraid of challenge. Confidence, competence, and courage are his/her watchwords, and they have earned the respect of peers, subordinates, and superiors alike.

Additionally, *HOO-AH* soldiers are physically, mentally, emotionally and spiritually strong. They know their strengths and weaknesses, and operate under control no matter how stressful the environment may be. They love being soldiers and believe in what they are doing. *HOO-AH* soldiers and units are also those who walk around with their heads up, optimistic about their profession and the job they're doing for their country.

You have to be a competitor to have *HOO-AH*. Second place equals defeat on the battlefield, and "good enough" is the mortal enemy of "the best." If you're not willing to stand up,

take charge and show people what you're made of 24-hours-a-day, 365-days-a-year, you can't be *HOO-AH*.

Being assigned to INSCOM gives all of us the opportunity to live the *HOO-AH* life. We are charged by the commanding general, INSCOM, to be a technically and tactically elite contingency force capable of deploying in various size elements on short notice to some of the most rugged, austere and hostile areas of the world. By definition, we are a *HOO-AH* unit, but are you a *HOO-AH* soldier? You either are, or you're not — there is no halfway. If you are, sound off and let me know. If not, don't be surprised when the majority of INSCOM soldiers pass you by on the road to greatness.

Col. Noonan is the 513th MI Brigade commander.



*Happy Birthday.
U.S.A.*

July 4, 1994

You're Doing Great Things

Maj. Gen. Paul E. Menoher Jr.

In the last few months I have had the great pleasure of visiting INSCOM units in over a dozen countries on six continents. In every case, I saw superb professionals doing great things and providing extraordinary support to commanders.

Our people knew their business, technically and tactically, and had gone far beyond just doing their job — they were pushing the envelope finding better ways to do things, increasing efficiency and productivity. And what delighted me most was that everyone was contributing to making us better, including junior civilians and soldiers as well as senior personnel in all functional areas.

People were also being recognized in a wide variety of ways, including individual military and monetary awards. Units like the 751st MI Battalion of the 501st MI Brigade and the 201st MI Battalion of the 513th MI Brigade were receiving the Chief of Staff Army award for

maintenance excellence and being selected as the Army's nominee for the prestigious Travis and Director's Trophies, presented by the Director, National Security Agency.

We are also excelling in other areas as a command. A prime example is Operation Desert Capture II (ODC II), which was conducted under the Army Intelligence Center's lead at the National Training Center (NTC) in April '94 as part of an Advanced Warfighting Experiment. Seven different INSCOM MSCs (brigades and brigade equivalents), plus the

INSCOM Training and Doctrine Detachment at Fort Huachuca, Ariz., participated in ODC II. In the process they provided exceptionally responsive support to the 3rd Brigade, 24th Infantry Division, participating in NTC Rotation 94-7 and clearly demonstrated INSCOM's ability to support force projection operations.

Participation included split-based support from the Intelligence and Threat Analysis Center, the Foreign Science & Technology Center, the 704th MI Brigade, and the Guardrail V system from the Orlando-based MI Battalion (Low Intensity) (MIBLI) at-

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tached to the 470th MI Brigade. ODC II also featured tactically tailored, tiered deployment packages from the 513th MI Brigade, 902nd MI Group, and the MIBLI deployed to the NTC or bases in Nevada. The Foreign Intelligence Activity also deployed personnel to the NTC to demonstrate their tactical role and provided special MASINT training.

ODC II was a huge success, not only in demonstrating the viability of our MI operational concept and new systems, e.g., TROJAN SPIRIT, All-Source Analysis System (ASAS), and the Enhanced Light JSTARS Ground Station Module (LGSM), but also in demonstrating the capabilities of an INSCOM to provide a full range of intelligence and force protection capabilities to deployed forces through a combination of split-based support and tactically tailored deployment packages. The combination of INSCOM



brigades, a Deployable Intelligence Support Element (DISE) from XVIII Airborne Corps reinforced by an Intelligence Support Element (ISE) from the 513th MI Brigade, and the 24th Infantry Division's Analysis and Control Element (ACE), supported by a wide variety of national, theater and tactical systems, provided the best intelligence support ever received by rotating units at the NTC. The intelligence and targets provided were accurate, timely, and focused on commanders' priorities and synchronized with their operations. ODC II, like its predecessor ODC I, clearly showed that Military Intelligence is a leader in the Army as it transitions to Third Wave Warfare. INSCOM has a vital role in that transition and in supporting a force projection Army, and that role was demonstrated clearly in ODC II, just as it has been and is being done in Somalia, Macedonia, Croatia, Italy, and Korea to name but a few.

You should all take great pride in what you are doing, because as the title of my article says and as I have attempted to describe in these few paragraphs, you are doing absolutely great things for which I can only say "thank you." ✕

Promotion Board Offers Insight into NCO Strengths, Weaknesses

Command Sgt. Maj. Art Johnson

The following are excerpts of the review and analysis from the calendar year '94 master sergeant promotion board. These findings show the strengths and weaknesses of our noncommissioned officers in career management fields 33, 96 and 98 who were in the zone for promotion. This is good information that could better prepare our soldiers for future promotion boards.

The following strengths were noted by board members:

1. The majority of military intelligence NCOs are meeting or exceeding Department of the Army and unit standards in physical fitness.

2. Most MI soldiers have the opportunity to take college classes and are doing so.

3. Outstanding performers with clear promotion potential were easily identified through their success in a series of primary leader and other hard assignments. Sergeants first class afforded the opportunity to serve as first sergeants are often excelling.

4. Those NCOs who wanted leadership positions appeared able to get them.

5. Most MI NCOs had a good variety of assignments, including a mixture of strategic, tactical, staff and leadership jobs.

Some weaknesses noticed by board members:

1. An excessive number of NCOs exceeded the screening table weight and require taping.

2. It was difficult to assess the fitness of NCOs with lengthy, temporary physical profiles.

3. There are a significant number of MI NCOs that have not gotten their military education evaluated for college credit.

4. Leadership positions should be included in the duty description of the NCOER.

5. There were a small number of NCOs who remained in the same location with relatively similar duties for extended periods of time.

6. There are NCOs who need to ensure that they are becoming well-rounded by getting a variety of assignments.

The board had the following recommendations and observations:

1. Relief for cause NCOERs as a staff sergeant and up, and more importantly as a first sergeant or platoon sergeant, were definitely killers.

2. We are still using jargon and too many acronyms. This causes a lot of confusion to board members.

3. Individual misconduct, such as driving under the influence of alcohol, sexual harassment and felony convictions, almost assuredly prevent promotion.

4. Senior raters must focus on the potential of the individual and make recommendations for promotion, advanced schooling and likelihood of success in the future.

5. Our NCOs still do not know how to update their personal qualifications record. Board members spend a great deal of time looking for a soldier's leadership positions, civilian and military education.

6. Photographs continue to be a great equalizer. Good, current photo-



graphs clearly portrayed the NCO's desire to be promoted.

7. It is obvious that senior NCOs (first sergeants and command sergeants major) are getting involved to ensure the NCOER does not get inflated.

It is very clear that the great majority of MI NCOs clearly understand the leadership challenges they are expected to take on to remain competitive for advancement. Our soldiers are definitely meeting the challenges head-on and excelling in all they do. Use the information above to prepare both yourself and your soldiers for boards, but remember, it can only be useful if you apply it. ♣

This information has been derived from a memorandum published by Col. Ted W. Hashimoto, Military Intelligence Panel Chief for the recent master sergeant board.

Sky is no Limit for Former FSTC Physicist

Dr. Kathryn C. Thornton, a physicist formerly employed by the U.S. Army Foreign Science and Technology Center in Charlottesville, Va., served as an astronaut aboard the space shuttle Endeavor in the highly successful mission to repair the Hubble Space Telescope.

Thornton started her federal career at FSTC in 1980 and worked there until her selection to the National Aero-

intelligence studies on these topics and became known as an accomplished briefer.

She applied for NASA's astronaut program mainly for the experience of doing it, believing that, in her words, she had "about a chance in a million" of being accepted. She had to adjust quickly when she received the call announcing her selection. Thornton completed the rigorous astronaut training program and worked on crew equipment and flight computer software before her first space mission in 1989 on the Discovery. This was followed by a second trip on the Endeavor into space in 1992.

Thornton maintains close contacts with Charlottesville. Her husband, Dr. Stephen T. Thornton, is a physics professor at the University of Virginia, so they retain homes in both Charlottesville and near the Johnson Space Center in Houston, Texas. She has three daughters, two of whom were born after she became an astronaut, and two stepsons.

The December 1993 Endeavor mission was Thornton's third shuttle flight. The 11-day mission involved a record five space walks to service and repair the Hubble telescope, allowing it to continue and better perform its functions, which include measurements to calculate the age of the universe. Thornton teamed with Air Force Lt. Col. Tom Akers in a space walk to make some of the repairs, among them the exacting task of repositioning a new solar power array. Counting her earlier flights, she has now logged 593 hours in space, including 21 hours of work performed outside of the vehicle.

Thornton kept her contacts with FSTC and has returned to be guest speaker at the center's annual Federal Women's Program luncheon. She also maintains interest in the intelligence community, serving as a member of the Defense Intelligence Agency's Scientific Advisory Board.

Her former co-workers remember Thornton every time they pass through the lobby of the building — a plaque displayed there features the U.S. Army MI crest she carried aboard her first space flight in 1989. An FSTC division chief who worked with her sums it up: "FSTC lost a good analyst the day that NASA got a good astronaut."

*(Mary Scott, FSTC,
Charlottesville, Va.)*

Medlin Garner's Top Honors at Joint MI College

Capt. Susan Medlin was the top graduate in the postgraduate intelligence program at the Joint Military Intelligence College in Washington, D.C. Medlin was assigned to INSCOM's 701st MI Brigade in Augsburg, Germany. The brigade has since been inactivated.

The PGIP is a rigorous 38-week professional post-baccalaureate education program in strategic intelligence. It consists of seven core courses and seven elective courses including: Intelligence and National Military Strategy; Intelligence and National Security Policy; Intelligence Analysis; Intelligence Collection; Intelligence



Dr. Kathryn C. Thornton

nautics and Space Administration astronaut program in May 1984. A native of Montgomery, Ala., she earned degrees at Auburn University, Ala., and the University of Virginia in Charlottesville. That was followed by a year at the Max Planck Institute for Nuclear Physics in Germany.

While at FSTC, Thornton was well-respected for her work as an analyst in the often controversial area of foreign laser weapons research and development programs. Recognizing the need for weapons system and general military intelligence expertise, she directed a team of intelligence analysts to ensure a thorough evaluation of the foreign programs. With this team, she co-authored several defense



Capt. Susan Medlin

Community Organization and Resource Management, and others.

Medlin achieved a grade-point average of 4.0 while attending classes with 180 other mid-career intelligence professionals from the military services, the State Department and various federal agencies. She is now writing a master's thesis on Syria, and she expects to complete her master of science of strategic intelligence degree in August. Medlin has follow-on orders to 1st Army Headquarters at Fort George G. Meade, Md.

(Lt. Thomas W. Van Wagner, USN, Joint Military Intelligence College)

ITAC Hosts OPS Special Advisory Group

U.S. Army Intelligence and Threat Analysis Center, Washington, D.C., sponsored the first special advisory group meeting that gathered senior-ranking military officials, academicians and professionals to discuss and review ITAC's production

outline for the "Operations Other Than War" Battlefield Development Plan.

The meeting was held to ensure that the document met the needs of the consumers. Attendees included representatives from the Defense Intelligence Agency, Army-Air Force Center for Low Intensity Conflict, U.S. Army Training & Doctrine Command, Combined Arms Center Threats Directorate, Army War College, U.S. Special Operations Command, Marine Corps Intelligence Center, Foreign Science and Technology Center, Foreign Military Studies Office at Fort Leavenworth, Kan., and a United Kingdom liaison officer.

ITAC was tasked by TRADOC to produce the OOTW BDP to define the "threat environment" for combat and materiel developers in forecasting future threat scenarios. The BDP will serve as a starting point for high- and low-resolution scenarios, and as a baseline reference for developing threat profiles and case studies.

The two-day conference generated innovative discussions and iden-

tified the key problems in defining, analyzing and forecasting threats in operations other than war.

Discussions centered on defining terminology applied to OOTW, dropping all references to low intensity conflict, and refining the outline to better represent the purpose of each chapter.

The forum of experts shared their unique perspectives of the subject matter and provided constructive advice for the document's production. As a result of the meeting, the focus and mission of the product was refined and clarified. Dr. John Jackson, ITAC's Strategic Trends Branch senior analyst, said that "the SAG meeting was a rewarding effort to get interagency input not only for ITAC's product review, but also for understanding the concept of OOTW."

DIA recommended that the community continue OOTW discussions through future SAG meetings as required.

(Eileen Bradley, ITAC Strategic Trends Branch)

Navy Re-enlists Army

Two branches of the military services recently put their rivalry on the back burner to enjoy a moment of truce. Navy Lt. Cmdr. Charlotte Wise reenlists her cousin, Army Staff Sgt. Sara E. Smith, in front of the Intelligence and Security Command Headquarters, Fort Belvoir, Va.

Smith is an executive administrative assistant assigned to Headquarters Company, INSCOM Support Battalion. Wise is stationed at the Hoffman Building in the Navy Staff Judge Advocate Office in Alexandria, Va.

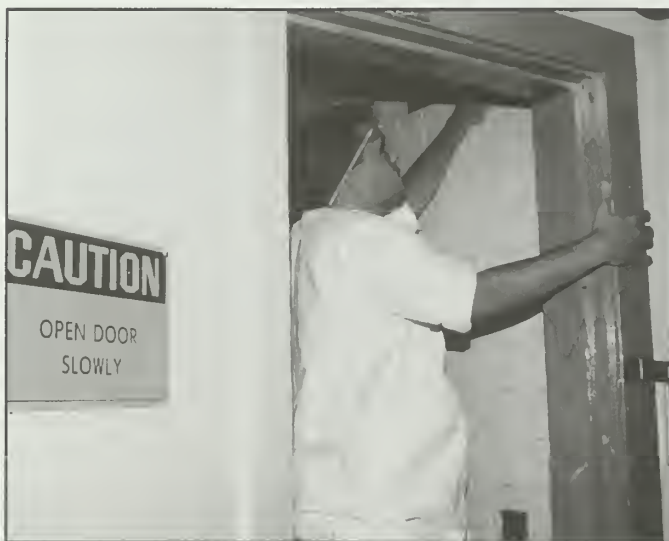
(Staff Sgt. Antoinette McPhearson)

Photo by Robert J. Bills



Kunia Servicemembers Help Themselves to Better Living Conditions, Government Savings

Photo by Sgt. 1st Class Freda Yoakam



(Above) Senior Airman Ken Gaddis, 324th Intelligence Squadron, is close to finishing a new tile job.

(Above, right) Sgt. Ken Richardson, project NCOIC, was part of the Kunia Regional SIGINT Operations effort to improve latrines. This portion of the self-help project saved the government more than \$211,000.

(Right) Sgt. Clifton White knows first-hand what a messy job cutting ceramic tile can be.

Photo by Sgt. 1st Class Freda Yoakam



Photo by Sgt. 1st Class Freda Yoakam



(Right) Pvt. Anthony Miller, 703rd MI Brigade, lays tile to improve the latrine at the Kunia training area.

(Below) Staff Sgt. Jeff Baronsky, 6968th Air Intelligence Squadron Mobile Engineer Alteration and Repair team, installs new fixtures in a Kunia Regional SIGINT Operations Center latrine.

Photo by Sgt. 1st Class Freda Yoakam



Photo by Staff Sgt. Winston Wilson



Photo by Sgt. 1st Class Freda Yoakam



Photo by Staff Sgt. Winston Wilson



(Left) Tech. Sgt. Joseph Legette, 6968th Air Intelligence Squadron Mobile Engineer Alteration and Repair team, lends his talents to wire new lights.

(Above) Raking sand to complete a volleyball court was one of the many projects completed as part of the KRSOC self-help project that saved over \$1 million.

INSCOM Charts Course in Family Arena

By Ellen Camner

When the 18 delegates from around the world gathered at Fort Belvoir, Va., for the 1994 INSCOM Family Action Plan conference, their issue book was full.

They were the Army Family Action Plan coordinators from the major subordinate commands who must daily grapple with quality of life issues of importance to soldiers, families and civilians.

Soldiers qualifying for earned income credit; damage to and theft of household goods; tuition assistance and GI benefits; former spouse protection; child care fees and costs; loss and erosion of pay and benefits; the family separation allowance and dislocation allowance; and health care for the future — the list goes on. Delegates explored these and many other quality of life issues in the fourth IFAP conference held April 28-29 at Fort Belvoir's Sosa Community Center, sponsored by the Office of the Deputy Chief of Staff for Personnel's Human Resources Division.

Long active in the family action arena, the command has taken a proactive approach to help the Army forge vision and strategy to improve the qual-

Before the opening of the INSCOM Family Action Plan Conference, Maj. James E. Simpson, 902nd MI Group, organizes his notes.

ity of life for soldiers, civilians and families. In 1991, the commander directed the DCSPER to craft an INSCOM Family Action Plan that would supplement the Army Family Action Plan. Since then, INSCOM's role and visibility in the AFAP process have been significant in pioneering policy changes at the Department of Army level.

The latest IFAP conference built upon the proven method of producing new ideas, building consensus, and bringing good ideas to the attention of Army leaders.



Photos by Master Sgt. Joan E. Fischer

Defense Department guest speakers and subject matter experts shared their insight into specific key topics. Among the speakers was Dr. Leora Rosen of the Department of Military Psychiatry of Walter Reed Army Institute of Research. She provided information research into issues such as military life stress, family support and adaptation, and the relationship between soldier morale and soldier well-being.

Also on hand was a transition policy analyst, Herb Schwab from the Army Career and Alumni Program, who reported on the extensive services ACAP provides, and its worldwide success in ensuring that clients receive comprehensive access to information and tools related to transition benefits and job assistance.

Lt. Col. Christie Smith, a nurse staff officer from the Army Office of the Surgeon General, addressed an issue very much on the minds of military members and their families: the



Sgt. 1st Class Lisa Hunter (left), 66th MI Brigade, discusses a point with Sgt. 1st Class Andrea Clarke, 500th MI Brigade, during a small group discussion.

military health care system and proposed reform embodied in the TRICARE Health Plan. The new plan would, according to the OSG speaker, provide the security of getting health care from choosing a primary care provider from a list of military or preferred civilian providers. It is not expected that the program will be in effect until 1997.

Delegates took part in regional workshops — Europe/Pacific and the Americas — where the family action coordinators pored over the issues, brainstormed and debated. Subject matter experts and facilitators guided the groups' deliberations and debate.

The issues, which had been provided to DCSPER's Army Family Action Plan coordinator for review at the IFAP conference, were the direct result of the soldier and family forums held by subordinate commands.

From among the 19 issues evaluated, IFAP delegates pinpointed four tentatively identified to be reviewed in greater detail by INSCOM to ensure they merit DA or higher level consideration:

- Earned income credit for OCONUS military members;
- Shortage of funding for new Army family housing construction;

■ Reaccessing the Former Spouse Protection Act; and

■ The Alternate Army Physical Fitness Test that adversely affects promotion points.

On the latter issue, promotable specialists, corporals and sergeants are being penalized when required to take an alternate event APFT. These soldiers are not afforded the opportunity to be awarded the maximum points allowable on DA Form 3355 (Promotion Point Worksheet). Delegates recommended that regulatory guidelines for scoring be changed to reflect a scale for the alternate APFT event that is similar to that of the regular two-mile run.

Conferees recommended programming fiscal year 1995 Base Realignment and Closure funds to



Capt. Douglas Hague, U.S.A. Field Support Center, picks up information packets that were available for conference attendees.

construct and rehabilitate the needed Army family housing in deficit housing areas.

The impact of the Former Spouse Protection Act on military retirees was also sent forward as a key issue for review. As background on the law, the U.S. Supreme Court in 1981 held that existing federal law precluded the award of military retirement benefits as marital property upon divorce. In the same decision, the High Court "invited" congressional action. Congress in 1983 enacted the FSPA which returned to the state courts the right to consider military retired pay as property upon divorce.

Now the law's policy forces retirees to relinquish up to 50 percent of their retirement pay to the former spouses whose careers and educations were sacrificed in favor of the soldiers' careers. This causes undue hardship on the retiree, especially if he or she has remarried. Conferees tackled this issue by recommending that legislation be amended to provide FSPA benefits on a case-by-case basis — and if the former spouse remarries, all FSPA benefits should be permanently discontinued.



Facilitator Tanna Schmidli (left) listens while INSCOM Support Battalion representative Sgt. Gregory Wakefield leads the discussion on points addressed by his group.



All was not hard work at the three-day IFAP Conference. INSCOM's Sgt. 1st Class Edward Schafer provides a musical opening for the session.

will benefit thousands of soldiers assigned overseas."

Staff Sgt. Lisa Hunter of the 66th MI Brigade, Augsburg, Germany, added, "They already lose eligibility for food stamps and the Women and

Infant Children's (WIC) program."

The INSCOM Family Action Plan conference also provides an effective forum for representatives of the major subordinate commands to share their ideas for seeking problem solutions. Delegates put on the table problem areas they personally deal with in their respective units, and enlightened the groups on solutions worked at the local level. Those issues of broader impact on the INSCOM family were the ones forwarded to the command's Army Family Action Plan coordinator for review at the conference.

Delegates from one unit reported on a problem they experienced at the local level: perceived discrimination in hiring of family members by the Army and Air Force Exchange Service. The local solution was for family members to lodge a formal Equal Employment Opportunity complaint.

The topic of local services — hospital, PX and commissary — and hours of operation was reported on by Maj. James E. Simpson, 902nd MI Group, Fort Meade, Md. Simpson told of the solution: "During two town hall

meetings and subsequent follow-up by the organizations providing those services, we discovered that there were, and are, numerous vehicles to get information and share concerns."

Was the symposium valuable? Here are some reactions:


Hunter registered a strong, "Yes!" She said it gives representatives a chance to discuss and forward issues to MACOM and DA attention. "DA and MACOMs learn of problems in the field — what's important to soldiers and families."

It was Clarke's first IFAP. "I thought it to be very informative and eye-opening on how the issues are processed. The IFAP should definitely be continued, because it gives the soldiers, family members and civilians a voice that reaches far beyond their command."

Master Sgt. Brenda Lurie, from the U.S. Army Cryptologic Support Group, Heidelberg, Germany, termed the gathering "extremely valuable." She said, "It enabled people to get together from different parts of the world to discuss issues that are important to soldiers. It also enabled the soldiers to be heard."

As to whether the IFAP conference was valuable, Sgt. 1st Class Timothy Cook from HHC, 501st MI Brigade, Korea offered an emphatic, "Absolutely." Cook has been involved in the AFAP and IFAP for three years. "I believe the INSCOM leadership leads the way for collecting issues and formulating the issues into concise meaning; and, when submitted to DA, they are completely researched and go forward for action."

For the second year, INSCOM's Army Family Action Plan coordinator, Portia Boggia of DCSPER's Human Resources Division, ensured the conference went smoothly.

"We ask the right questions and develop the right answers," Boggia said. "We do more than just recommend solutions — we help America's Army implement change." 

Delegates forwarded for further review the issue of earned income credit for servicemembers assigned overseas. In the way of background, under current Internal Revenue Service regulations, in order to qualify for earned income credit, the person must live with a qualifying child in the same home in the United States for more than half of the tax year, or the entire year for an eligible foster child. A military member who resides overseas for more than half of the taxable year is not eligible for earned income credit.

There are thousands of soldiers who meet the criteria and who are otherwise eligible, but cannot claim the credit because they are not physically living in the United States. Conferencees stressed that servicemembers stationed overseas should not be penalized in this way, and will recommend that DA be requested to urge the IRS to amend its regulation on earned income credit to include those stationed overseas.

Sgt. 1st Class Andrea Clarke of the 500th Military Intelligence Brigade, Japan, said, "If it's changed, it

The 743rd MI Battalion's Intent: Meeting the Needs of Our Entire Battalion Family

By 1st Lt. Robert C. Anderson

A typical battalion family support group was designed to support just that, the family. But today's units have a number of soldiers that fall into a category of nontraditional family, which includes single soldiers, single parents, dual military, and separated families.

The 743rd Military Intelligence Battalion, 704th MI Brigade, Fort George G. Meade, Md., has recognized the nontraditional family and has tailored their family support group to meet these unique needs as well as those of the traditional family.

What has emerged after the restructuring by Lt. Col. Donald L. Langridge, battalion commander, is the soldier and family support group. Participation in the monthly meeting (formerly limited to the spouses of the commanders), now includes family members who have expressed an interest, and re-

Shannon Paige Reilly, 6 months old, daughter of Sgt. Todd and Linda Reilly of the 743rd MI Battalion, enjoys a toy during a recent battalion family picnic.

presentatives from Better Opportunities for Single Soldiers and the local Army Community Service. Attendance continues to grow each meeting.

The increased scope of the group has not come without challenge. The 743rd is a unique battalion, with 480 soldiers spread over six states and four foreign countries. Meeting the needs of the families would prove exceedingly difficult

if it were not for the 743rd MI Battalion Soldiers and Family Support Group newsletter published monthly. This newsletter attempts to touch every soldier and every family in the battalion. Through it, the needs of soldiers and families — not only at Fort Meade, but at the other locations — are addressed as well.

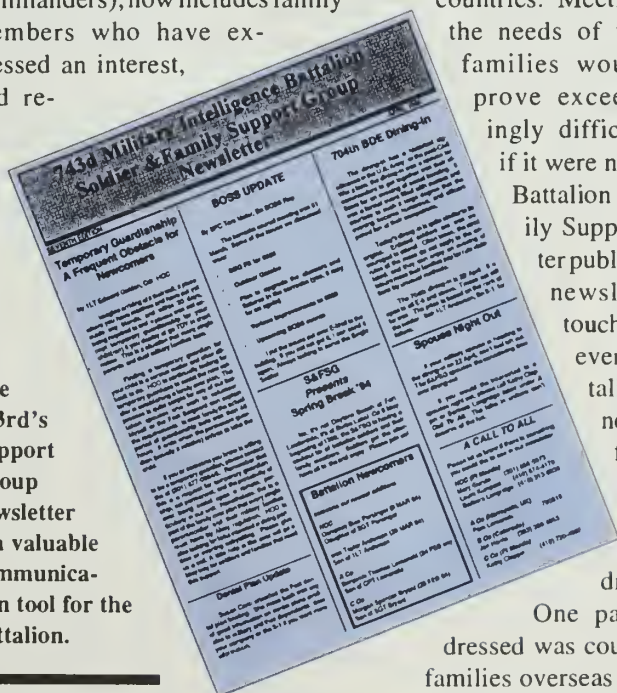
One particular need addressed was coupons. Soldiers and families overseas do not have access

to the Sunday paper coupons which, in most cases, are valid after the expiration date when used at overseas commissaries. The call went out for coupons through the newsletter, and donations were overwhelming. The group at Fort Meade was able to establish a "coupon bank" that continues to supply unused coupons to our overseas locations.

Another project was the group's fund-raising to subsidize the ticket prices for junior soldiers so they could attend the 704th MI Brigade Holiday Ball. The group's latest challenge included fusing together over 15



Photo by Staff Sgt. Phillip Clark



The 743rd's Support Group newsletter is a valuable communication tool for the battalion.

A Letter from the Army Chief of Staff ...

Leaders for a Learning Organization

I have recently written about leader development. I am committed to resourcing these programs to best meet the needs of America's Army and provide quality people with career opportunities, so all reach their fullest potential. In this letter, I now want to talk to you about the Army as a learning organization, and what I think that means.

Growing great leaders results from the three pillars of leader development: institutional training, operational assignments, and self-development. All three are important, but most of us would agree that what we learn from role models and experience in our operational assignments, especially in positions of responsibility, proves very important in forming us as Army leaders. The culture of the Army as a learning organization with room for diverse individual talents is what makes that possible. To nurture that climate of learning and adapting, we must pay close attention to a positive command climate, honest evaluation, and straightforward counseling.

Positive Command Climate

Great leaders produce great subordinates, who, in turn, become great leaders in their own time. Our Army has built its reputation on this process. Winfield Scott developed a generation of superb officers: Ulysses S. Grant, Robert E. Lee, William T. Sherman, and Thomas J. Jackson, to name just a few. George C. Marshall learned leadership from John J. Pershing, and Marshall's followers became great captains themselves: Dwight D. Eisenhower, Omar N. Bradley, George S. Patton Jr., and Matthew B. Ridgway among them. Scott, Pershing, and Marshall each taught

their subordinates their profession; and, more importantly, they gave them room to grow.

Characteristic of a learning organization is a recognition that growth derives from the totality of our experiences — our successes and our mistakes — and the manner in which we deal with those experiences.

A positive command climate recognizes that each member of a group brings diverse talents and abilities to an organization, one that all want to be part of and proud of. In a positive command climate, all will work diligently toward the unit's goal. In such an environment, leaders and led enjoy open and honest dialogue, and all contribute willingly to accomplishing the mission. At the risk of creating a checklist, let me just share some of the things that I have seen good leaders do to create this atmosphere:

- Creating a common vision.
- Fostering teamwork and cohesion.
- Focusing on solving problems, not fixing blame.
- Emphasizing rewards rather than punishments.
- Empowering subordinates — dedication to initiative.
- Rewarding initiative.
- Treating all with dignity and respect.
- Coaching and teaching.
- Encouraging free and open communications.
- Maintaining standards.

Our after-action review process, now institutionalized throughout the Army, typifies what we want to maintain. We have all seen AARs in which generals and privates freely exchanged views on a particular task or mission, with each respectfully deferring to the



Gen. Gordon R. Sullivan

other's perspectives and expertise, and each open to hearing the other's views — and all focused on doing the mission as well as possible.

Now we must be realistic. On any given day, all of our units do not always live up to the ideal of perfect mission accomplishment; however, most do "pretty well" most of the time. What we must avoid are the extremes, neither of which create learning organizations.

At one extreme is an overly permissive atmosphere, in which leaders allow subordinates to "do their own thing." The leader who adopts this course has it only half-right because empowering less-experienced subordinates must go hand in hand with coaching by more experienced superiors. We cannot afford to let our younger leaders experiment hazily with our quality people.

At the other extreme is the climate that prohibits and punishes failures and mistakes — a "zero defects" climate. In this climate, control is the focus. Mistakes and errors still happen, but they become causes for negative sanctions: threats, reprimands, or even courts-martial. The inevitable result is

that junior leaders stick to the strict letter of orders and dare not show any individual initiative. A zero defects climate creates a brittle unit, a one-person show in which the energy of the unit is focused on pleasing the leader or at least avoiding his or her wrath, rather than on accomplishing the organizational mission. Subordinates raised in such an environment tend to perpetuate it when they take over their own units. This method works poorly in the chaos and friction of battle.

Good leaders avoid these extremes. Building and maintaining a positive command climate takes daily work and commitment, and especially the force of personal example. Open commanders — those who are accessible and candid — create open subordinates and innovative units. Great organizations are composed of people who talk to each other, and history tells us that units with those kinds of soldiers win.

Honest Evaluation

Good leaders are like Broadway producers — they must evaluate talent as correctly as they can. Fortunately, America's Army allows more than one casting call. Good leaders evaluate themselves constantly. They also assess their subordinates, both formally through evaluation reports and informally through feedback and counseling.

Evaluation reports have long been a topic of great interest. This is not unusual. The Army attracts bright, competitive people who want to do well. Indeed, one of the greatest challenges in the Army is to differentiate among a superb talent pool. It is like a school with only "A" and "B" students. Our evaluation systems provide the tools for senior leaders to make the hard calls on which leaders are truly the best of the best. But good leadership and desire by the individual may be the catalyst for an officer/noncommissioned officer who starts as a B to develop into an A.

Officer evaluation reports, non-commissioned officer evaluation reports and civilian evaluations,

however, do not exist in a vacuum. Evaluation is closely linked to command climate. The captain, civilian, or sergeant who takes prudent risks and learns from mistakes shows a lot more potential than the man or woman who sets low goals and achieves them. A top rating must never depend on being a perfect leader, since such a creature can never truly exist. Rather, we must all strive to give our top ratings to those with the greatest potential for discharging increased responsibilities — and that includes the ability to learn from mistakes and to teach others how to do so.

Straightforward Counseling

Good leaders talk to their subordinates, but, more to the point, they also listen to them. In sound units, subordinates know where they stand because leaders tell them. Subordinates should not figure out that they did not measure up only when it's time to receive evaluation reports in the mail. Leadership is face-to-face and in the first person, active voice.

Counseling on leadership performance falls into two related categories. First, we owe subordinates a realistic idea of how we judge their performance and potential. Perhaps the most effective counseling is to provide feedback on what we do — AARs are not only for field training. More formal counseling is also important. Most of us have used the technique of saying "Capt. Jones, if I had to rate you today ..." and then proceed to describe how that OER would look. By their nature, evaluations compare the leader in question to others, preferably in an abstract, nonspecific sense, and we must remember to do so with dignity and respect. It is okay to say "I rate you as a two block, and my profile is three-twelve-four-one."

We should avoid personal comparisons. If the subordinate is not performing to standard in certain areas, we must say so and encourage the junior leader to improve. Ratings of potential, the more important portions of our evaluation reports, must be discussed honestly. If a captain is having a hard time in company command, it is

unrealistic to give the impression that he or she will be well-suited for battalion command.

That leads to the second aspect of counseling — professional counseling. Part of a leader's business is to provide career advice to subordinates. We must inculcate realistic expectations of success and remind our people that they serve according to their talents and opportunities. We all have strengths and weaknesses. Not everyone will be a first sergeant, a battalion commander, a sergeant major, a general, or an Senior Executive Service member. Our goal must be to serve as best we can; to leave our piece of the Army and the lives we have touched richer for our having been there.


Selfless Service

America's Army has undergone tremendous change since 1988. Our leaders — you — have kept us together through that period. We have gotten it right, kept our essence, and stayed trained and ready.

There have been stresses: the drawdown, selective early retirements, retention boards and the resultant turbulence. But we are through the worst of it. The curves are flattening out. We have come through in great shape, and we have a superb Army — the best in the world.

A great Army includes room to learn from mistakes. Our greatest leaders of the past had their faults. Winfield Scott overcame some physical limitations. Sherman talked too much on occasion. Patton had a bad temper. However, they overcame those weaknesses and produced when our country needed them.

We are still doing that. Every day that we participate in an AAR, write an evaluation report, or counsel a young subordinate, we build another part of our learning organization. Good leaders lead good armies. We have a great one. We will keep it that way today, tomorrow, and into the 21st century.

Gordon R. Sullivan
General, United States Army
Chief of Staff 

Clock Ticks on Commander's Orienteering Challenge

Story and photo by Master Sgt. Joan Fischer

Bird-dogging as the point man, Pfc. Mark Tomlin, Headquarters and Headquarters Company, INSCOM Support Battalion, ran ahead of the three-soldier team to find the checkpoints during the company's Commander's Orienteering Challenge held on Fort Belvoir, Va.

"I was the runner for the team. I'd go out and get the number and come back," Tomlin said. "It made our time a little quicker."

Quick enough to place first in the one-day event with a winning time of 41 minutes, 59 seconds.

"We heard that 50 minutes was the time to beat," said Sgt. Charles Terry, team leader. That was the best time from the morning session.

The first-place team received four-day passes; second and third place enlisted soldier teams were rewarded with three-day passes, according Capt. Patricia Larrabee, then the HHC commander.

The idea for the orienteering challenge grew from the ongoing common task training being conducted by the company. Larrabee said they wanted to find a way to put in use the map reading and land navigation skills being taught. All the sergeants first class and below attended the course. Another team, comprised of battalion commander, Lt. Col. Robert Staggers, Chaplain (Maj.) Irven W. Johnson, and 1st Lt. Russell Kanjorski, challenged the soldiers and came in second overall.

The day's activities started with a safety briefing, according to Master Sgt. Donald Nibblett, range NCOIC. From there, the teams received their control sheets and maps, which contained the location of five points the teams had to find.

The clock was ticking from that time on.

The teams had to quickly plot the points

on the corresponding map, decide the route, physically go to each point and get the control number from the point, then go to the finishing point.

The winning team relied on terrain association to find the control points. Terry said they didn't use the compass much; rather, they would glance at the map then look at the surrounding area to pinpoint the spot.

"It's nice to know the stuff we learned in the CTT manual actually works," said Pfc. Vernon Tate, fellow team member.


Along the way, the winning group learned team work. Tate said the way the course was set up, if they didn't work together, they wouldn't make it. The course covered a 1,000 meter grid square on a Fort Belvoir training area. The points were located on all sides of the course.

Terry, who is also a squad leader in his platoon, said this event gave him a chance to evaluate his squad and build confidence that, given a task, they can accomplish a mission.

He added that the more land navigation training the soldiers do, the better prepared they will be during the Primary Leadership Development Course, which all soldiers must attend to be eligible for promotion.

"This takes the CTT land navigation skills and puts them into action," Nibblett said. "Because of the limited time for training, we wanted something fast, challenging and fun."

While none of the teams got lost during the challenge, some took close to two hours to finish it. Terry said that courses like this are the best training.

"They can read about it, but until they do it, it's not the same." 



Team leader Sgt. Charles Terry keeps a watchful eye as Pfc. Vernon Tate orientates the map and Pfc. Mark Tomlin plots the points.

Brigade Remembers Chance Visit with Former President

By Spc. Claudine Cooper

Editor's Note: Following the death of former President Richard Nixon, the 513th MI Brigade photographer, Spc. Claudine Cooper, recalls a special day for the brigade.

The day dawned, dark, damp and dreary. Still, soldiers of the 513th didn't drag their feet as they headed out to enjoy a brigade fun day at the beach at Sea Girt, N.J., in August 1993. But it turned out to be much more than that as the most amazing thing happened. The soldiers met former President Richard M. Nixon strolling along the same beach with an entourage of Secret Service men.

He stopped to chat for a few minutes. "My Secret Service men told me

that Sea Girt is a very nice beach to walk on; that's why I came here," he said.

Nixon, who was president of the United States from 1969 until 1974,



Photo by Sgt. 1st Class Penny Joyce

Spec. Claudine Cooper of the 513th MI Brigade chats with former President Richard Nixon in August 1993.

was presidential and cordial to the soldiers as he shook hands, hugged children and posed for the camera with all who asked.

"It was such a pleasant surprise to see him there. I had always heard he was a 'beach person,' so I guess that's why he was here," said Sgt. 1st Class Darold W. Brog, who works for the Brigade Operations shop.

For the soldiers of the 513th the day might have started out gloomy, but meeting an ex-president put a little sunshine in the day. ☼

Spc. Cooper is an imagery specialist with the 513th MI Brigade, Fort Monmouth, N.J.

FAMILY, from page 11

family issues for input to the INSCOM Family Action Program.

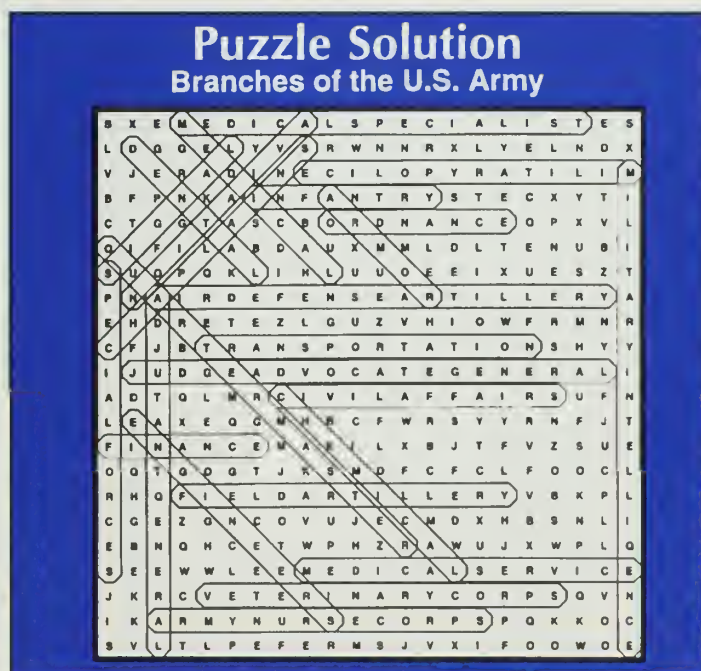
Subordinate units located away from Fort Meade use their groups in some very unique ways. Company B, in Colorado, used their soldier and family support group to organize ski trips and mountain-climbing expeditions. Company C, scattered all over the world, has a letter exchange program between its soldiers and families.

The restructuring of the 743rd's family support group has influenced the battalion in a positive way. The support group has joined the battalion as a family despite the great distances between units. On a recent trip to the United Kingdom, Col. G. Dickson Gribble, commander of the 704th Military Intelligence Brigade, joined Company A's family support group meeting, furthering the brigade's commitment to the diverse soldier-family.

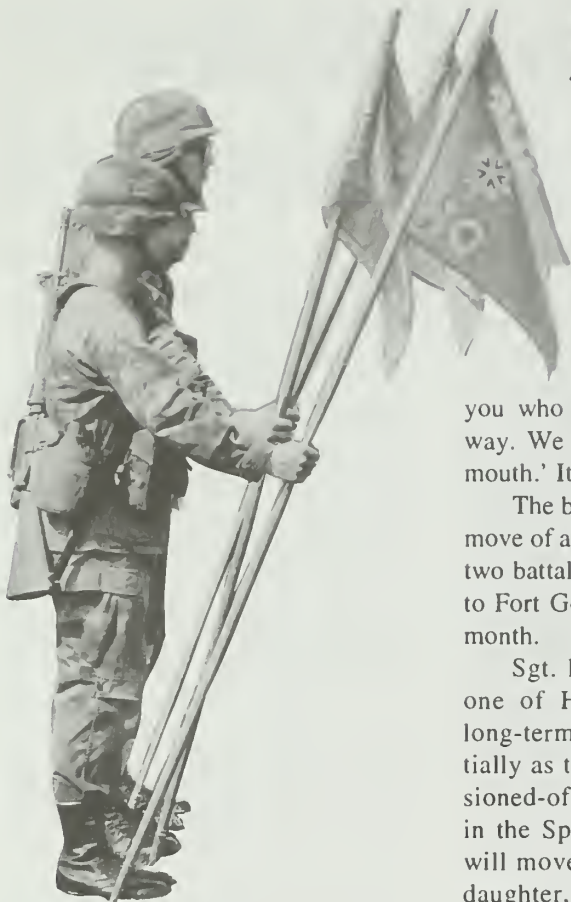
As the Army downsizes and innovation becomes the standard, the 743rd

is confident that it can continue to proactively meet the needs of the ever-changing Army family. ☼

1st Lt. Anderson is the 743rd MI Battalion's Adjutant, Fort George G. Meade, Md.



513th Bids Farewell to Old Home



you who have helped us along the way. We won't forget 'Team Monmouth.' It will always be part of us."

The brigade should complete the move of a headquarters company and two battalions, the 202nd and 297th, to Fort Gordon, Ga., sometime next month.

Sgt. 1st Class Holly Mitchell is one of Headquarters Company's long-term members and served initially as the personnel noncommissioned-officer-in-charge. She works in the Special Security Office and will move to Fort Gordon with her daughter, Nicole.

"I enjoyed New Jersey. There was a lot to do. It's a very pretty state. I like the beaches and the parks," said Mitchell. I will especially remember the Fort Monmouth community during our Desert Shield/Desert Storm

redeployment. The firemen were great; they're my idols."

The unit, also serving during Operation Restore Hope in Somalia, has been at Fort Monmouth, the former Signal Headquarters, for over 11 years. As the soldiers move to the current Signal Headquarters, Fort Gordon, and continue to provide worldwide support for U.S. military operations, they will echo the sentiments of the Fort Monmouth commander.

"I am sad to see such an outstanding group of soldiers leaving. ...It is always hard to say good-bye to a soldier, so it is something I never do. Instead, I choose to say, 'Until we meet again,'" Guenther said. ✕

By Staff Sgt. Edith Davis

In many languages there are no words for good-bye. Soldiers, especially, learn to say 'until we meet again.' The 513th Military Intelligence Brigade uttered those words and bid farewell to Fort Monmouth, N.J., in a ceremony held recently at Hemphill Field.

The brigade commander, Col. Robert W. Noonan Jr., expressed his gratitude to the post community and Maj. Gen. Otto J. Guenther, commanding officer of Fort Monmouth.

"Along the way you became our neighbors, comrades-in-arms, children's teachers, landlords, grocers, police, firefighters, family supporters, fellow worshipers, maintainers, and — most importantly — friends," said Noonan.

"As we move to Fort Gordon where we assume our new role as the military intelligence power projection brigade, we bid farewell and extend our most sincere gratitude to those of

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.



Photos by Michael Allison

INSCOM Commander Maj. Gen. Paul E. Menoher Jr. and Col. Robert W. Noonan Jr., 513th MI Brigade commander, render salutes during the ceremony marking the farewell to Fort Monmouth.

201st MI Leaves Vint Hill

By 1st Lt. Heather S. Montgomery

At exactly 10 a.m. on Friday, April 8, the Adjutant of Vint Hill Farms Station, Va., called "Sound Attention," and so began the small post's farewell to the 201st Military Intelligence Battalion, 513th MI Brigade.

The battalion, located at Vint Hill for more than 10 years, would be loading its equipment and conveying to Fort Gordon, Ga., as part of the movement of the brigade to that location. The 201st is the first of three battalions and a headquarters company to move.

Col. Mark Cornwell, commander of Vint Hill Farms Station, directed that a ceremony be held to honor the battalion that had contributed so significantly to the post and its surrounding community. The result was that countless employees, friends of the

battalion, and VIPs of the intelligence community converged on the Vint Hill parade field to bid farewell to the battalion.

Lt. Col. Thomas E. Woosley, 201st MI Battalion commander, noted in his farewell to the post, "The departure of the Military Intelligence Battalion from the Farm closes out a chapter of many accomplishments by soldiers over the last decade. It is a sad moment to leave friends, coworkers, and associates who have been so supportive to our soldiers, families, and operational requirements over the years."

Ceremony participants included two distinguished guests, Maj. Gen. Otto J. Guenther, commanding general of Communications and Electronics Command, and Maj. Gen. Paul E. Menoher Jr., commanding general of INSCOM. 513th MI Brigade commander, Col. Robert W. Noonan Jr.

served as the reviewing officer, and all praised the 201st for their contributions to Vint Hill Farms Station, CECOM, the 513th and INSCOM.

Woosley added, "It is a fitting moment and an honor for the 201st to lead the way during the 513th Military Intelligence Brigade consolidation at Fort Gordon, Ga. As the battalion's motto, 'Always First,' rings out, the 201st is opening a new chapter to be filled in its history of great accomplishments."

Highlighting the ceremony was the presentation of the Meritorious Unit Commendation by Menoher to the battalion for its operational achievements during Operations Desert Shield and Desert Storm. ✻

1st Lt. Montgomery was the S1 for the 201st MI Battalion, Vint Hill Farms Station, Va.

'The Dawning of a New Day'



Photo by T. Gardner Sr.

Spc. Trina Shaffer and Staff Sgt. Donald E. Turner man the INSCOM OPSEC Day registration desk. Hosted by the Office of the Deputy Chief of Staff for Security, the event was the first of its kind. The conference theme, "The Dawning of a New Day," highlighted the advent of "Information Warfare." INSCOM commander, Maj. Gen. Paul E. Menoher Jr., who opened the symposium, sounded the challenges that lie ahead. "What you do is terribly important. You're part of a 'growth industry,' and your service to your respective commanders is absolutely critical."

(Ellen Camner)

66th MI Linguists Bridge Language Barrier with Bosnian Refugees

By 2nd Lt. Marci A. Larsen

Imagine being injured and on an airplane, with little knowledge of the place you were being taken, except that it is a long way from home and the language is unfamiliar.

This scenario occurred recently when injured people from the former Yugoslavia and their family members began arriving at the Landstuhl Army Medical Center, Germany, for treatment. To help the refugees feel as comfortable as possible and bridge the language barrier, five Serbo-Croatian linguists from the 66th MI Brigade were in Landstuhl to greet them.

These soldiers are: Warrant Officer Voyt B. Maik and Spc. Elizabeth J. Demarcus from the 18th MI Battalion; and Staff Sgt. Victor P. Buffington, Sgt. Arthur D. Colver and Spc. Thomas L. Luckenbaugh from the 204th MI Battalion. Three of these soldiers were later relieved by Chief Warrant Officer Dobromir Neikov, Staff Sgt. Tommy Pietrasz and Spc. Jonel Zivojin from the 18th MI Battalion.

The team was notified about 4 p.m. on Feb. 6 that they would be deploying. By 7 p.m. that same evening, these soldiers were on the ground in Landstuhl awaiting the arrival of the first refugees. The team provided language support wherever needed. Luckenbaugh supported the in-processing of family members at the Ramstein Gym, while the remaining four members provided hospital support during medical treatment of casualties.

One hundred eighty-one Bosnian refugees, the majority

Muslim, arrived over a two-day period. Of the original 181 refugees, 71 were patients and 110 were family members.

The 66th MI Brigade team was kept very busy working 12-hour shifts, with days off being dependent on the availability of volunteers. But even when days off were scheduled, the soldiers still went to talk to the patients, medical staff and translators on duty.

Much of their days were spent acting as interpreters for both doctors and patients. Often the patient's concerns included not only medical concerns, but food preferences and family considerations as well. Some of the duties included serving as escort and providing translation and liaison in initial patient assessment and family member in-processing — as well as helping in triage, emergency room, operating room, post-operative/recovery, and physical therapy. The linguist also acted as a liaison with security

personnel, media, Red Cross, and a myriad of other agencies.

Patients were being treated for numerous injuries and illnesses. The most seriously injured included those with spinal injuries, amputations and large shrapnel wounds. Other ailments ranged from kidney infections to the common flu.

Many soldiers were unprepared for the initial seriousness of injuries. Pietrasz commented that the first time he went into the hospital, the smell made him sick, then, he said, he got used to it.

Niekov commented on the importance of brigade soldiers to the mission. "The language team was vital to hospital operations. Due to the knowledge of our linguists, they were able to help the doctors save lives. Initially, there were a few problems with the medical terminology. But with minor adjustments, the patients and doctors could communicate. We were the link between the medical (personnel) and patients," Niekov said.

Many friendships were made between the soldiers and refugees. As the refugees left for other hospitals and asylum in various countries, the linguists returned home. "Many patients were crying when we left," said Maik.

Neikov summed up the willingness of the soldiers to provide linguistic support saying, "We have very capable linguists who will go anywhere to support any mission." ✕



Chief Warrant Officer Dobromir Neikov of the 18th MI Battalion helped this Bosnian Muslim man overcome the frustrations of trying to be understood by medical personnel.

2nd Lt. Larsen is the PAO for the 66th MI Brigade, Augsburg, Germany.

Points to Think About When Job Hunting

By Linda Lee

Many people who find themselves without a job due to the military draw-down need to find work in the civilian sector. For many, this is the first time they have had to look.

Paula Davis, a transition specialist with the Defense Department, said servicemembers need to keep a few things in mind when looking for work. Among these are changing career fields, retraining, networking and time limits.

This may be the time to think about changing career fields, said Davis. If you don't like what you have been doing or your military job doesn't translate into the civilian sector, this could be the time to move into something else. For instance, if you have been doing office work for the last 20 years and hating it, you might decide to be a truck driver or mechanic.

Some jobs offer on-the-job training and a salary, she said. Check into the realities of following that dream.

Set a time limit for retraining if you don't have unlimited time, said Davis. You need to take the time limit into account, though, because it may affect your new career choice.

Networking is one of the best ways of finding a job. It is usually through personal contacts — knowing someone who knows someone who knows of a job, said Davis, that jobs are found and offered.

The more people who know you are looking, the better your chances are of getting one, she added. Family members, friends and their friends, co-workers, and business associates are just some of those who can make up a network.

Take a part-time or a flex-time job if you can't find that full-time job. It gives you some income to help pay the bills, offers networking opportunities and provides more work experi-

ence for the resume. In addition, it can leave time for job hunting.

If you haven't found the job you want, you might consider volunteering, said Davis. This can provide more contacts for your network. Sometimes, the volunteer position can even turn into a part-time or full-time job with the organization.

Don't rule out any opportunity to find work. To be successful in the job search, Davis said, talk to people, check out the leads, be realistic and don't give up. ✽

Ms. Lee is a writer with the American Forces Information Service.



Alcohol, Sleep and Readiness

By Dr. Thomas F. Ditzler, Dr. Michael A. Kellar and Dr. Wayne Bemis Batzer

It has long been known that consumption of large amounts of alcohol can lead to serious physical, mental and social problems.

What is less well known is that, even in small amounts, alcohol can have profoundly negative effects on sleep. It is especially important for armed forces members to be aware of this problem because of its possible impact on readiness.

The description of sleep is called its "architecture." Sleep architecture in a normal individual is characterized by the time it takes to fall asleep (latency) and variations among phases of sleep throughout the night.

Sleep is divided into two types. The first is rapid-eye-movement sleep, with associated dreaming. The second is non-REM sleep. Researchers have divided non-REM sleep into four stages, from stage one (light sleep) to stage four (deep sleep).

Most individuals proceed through all four stages during the first 50-90 minutes following onset of sleep. The first cycle ends with a period of REM sleep, and the cycle repeats itself throughout the night about every 90-100 minutes.

With each successive cycle, there tends to be less stage four deep sleep and longer REM-dream periods. The regular alteration between REM and non-REM sleep during the night is what permits sleep to give us a good night's rest.

In people who don't suffer from alcoholism, the effect of alcohol on sleep is influenced by dose; time elapsed between drinking and sleep onset; age; fatigue; stress and many

other variables. However, a number of generalizations can be made.

First, alcohol decreases the amount of time it takes to fall asleep. Unfortunately, this leads people to the erroneous conclusion that alcohol can help them get restful sleep.

In reality, alcohol's sedating effects disrupt sleep's architecture and prevent the onset of truly normal sleep. Foreexample, alcohol causes a decrease in REM sleep during the first half of the night and an increase in the second half. This alteration in the normal pattern frequently leads to intense and disturbing dreams.

Alcohol also causes a greater number of shifts between sleep stages, disrupting the natural progression of sleep events.

Result — a social drinker who consumes as little as two or three drinks (even beer) is more likely to have disturbed dreams and increased night-time wakefulness. He or she will also arise in the morning feeling tired and anxious even after a full night's sleep.

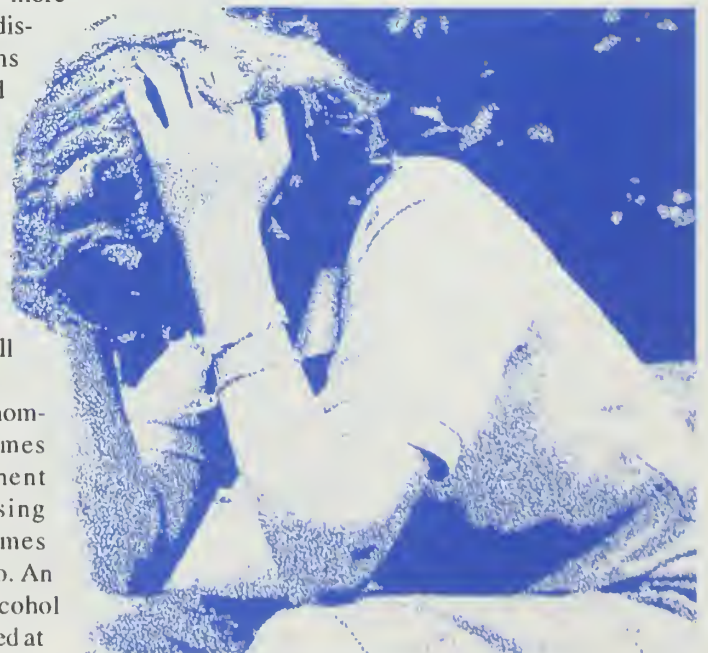
This phenomenon becomes more prominent with increasing age, sometimes dramatically so. An amount of alcohol easily consumed at

age 22 may cause significant sleep disruption at age 30. This can become a vicious cycle. Drinkers consume more alcohol in an effort to relax and get some rest, but this only makes things worse.

The modern military is a physically demanding, high-tech profession, which requires constant vigilance, attention to detail, the ability to mobilize on short notice, and finely honed problem-solving skills.

Even small amounts of alcohol can have serious negative effects on a soldier's ability to maintain personal readiness. ⚔

Drs. Ditzler, Kellar and Batzer are from the Tri-service Alcoholism Recovery Facility, Tripler Army Medical Center, Hawaii.



Summer —

A Good Time to Think of Your Pet's Health

Heartworms — Deadly to Dogs

Heartworms are potentially fatal blood parasites that infect dogs via mosquito bites.

They circulate in the blood as larvae for six months before settling in the heart as adults. If untreated, adult heartworms cause blockage, leading to congestive heart failure and death.

Most states have a high incidence of heartworm infestation, and dogs in these areas need to take heartworm preventatives. Mobile military families should be aware of heartworm rates in other areas.

Two common drugs are currently used for heartworm prevention, one administered daily and the other, monthly.

Dogs must have heartworm blood tests before preventatives can be given. An annual test is needed even if the animal stays on the medication year-around.

If a dog is infected, treatment is costly and can be very dangerous. Once clinical signs such as a dry, hacking cough begin, permanent damage has already been done.

Many veterinarians recommend that dogs be tested and put on preventatives at least a month before moving to or vacationing in a heartworm area. This could save a dog's life. ❀

Adapted from Fitzsimons Army Medical Center, Colo., The Stethoscope.



The Pet Owner's 10 Commandments ... From a Pet's Point of View

1. My life is likely to last 10-15 years. Any separation from you will be painful for me. Remember that before you get me.
 2. Give me time to understand what you want from me.
 3. Place your trust in me. It is crucial to my well-being.
 4. Don't be angry with me for long, and don't lock me up as punishment. You have your work, entertainment and friends. I have only you.
 5. Talk to me sometimes. Even if I don't understand your words, I understand your voice.
 6. Be aware that however you treat me, I'll never forget it.
 7. Please don't hit me. I can't hit back, but I can bite and scratch, and I really don't want to do that.
 8. Before you scold me for being uncooperative, obstinate or lazy, ask yourself if something might be bothering me. Perhaps I'm not getting the right food, or I've been out in the sun too long, or my heart is getting old and weak.
 9. Take care of me when I get old. You, too, will grow old.
 10. Go with me on difficult journeys. Never say, "I can't bear to watch," or "Let it happen in my absence." Everything is easier for me if you are there.
- ... Remember, I love you. ❀

Reprinted from Fitzsimons Army Medical Center, Colo., The Stethoscope, original author unknown.



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Automated Housing Services Help Eliminate Moving Woes

Finding a new place to live may be high on a soldier's anxiety list when duty calls to a permanent change of station. But now, an expanded housing service is available to help put some of those PCS worries to rest.

The Housing Relocation Assistance Program is online at 120 installations worldwide to provide answers to families seeking to buy or rent a home at a new location. Soldiers can find those answers at the local Community Home Finding, Relocation, and Referral Services office under the two components of the HRAP: PCSHOUSE Express and the Home Purchase Estimate Program.

PCSHOUSE Express contains on- and off-post housing information, such as median prices for homes and rents, housing allowance information, and government quarters availability. Handy, useful facts about the installations their surrounding communities is also accessible with the touch of a button.

The Home Purchase Estimate Program enables soldiers, working with relocation counselors, to determine whether home ownership is an option. Based on a soldier's personal financial information, the program can estimate the loan amount for which a soldier can qualify. Counselors can also help educate first-time home buyers on home-purchase procedures and explain types of loans that are available.

For more information on the HRAP, property management or other

relocation services, contact your local Community Home Finding, Relocation, and Referral Services office.

(Army News Service)

Moving Allowances Will Not Be Taxed

The Internal Revenue Service will not tax servicemembers' moving allowances, IRS officials said May 18.

"The financial cloud over the head of our military personnel has been removed," Defense Secretary William J. Perry said.

IRS will issue guidance on the 1993 Revenue Reconciliation Act that changed tax rules on moving expenses. Under the guidance, servicemembers will not be taxed on temporary lodging expenses or on temporary lodging, dislocation and move-in allowances.

"I welcome this announcement," Perry said. "It resolves the dilemma we confronted concerning these allowances. The act had the potential of creating serious problems for up to 800,000 military personnel. We were interested in a legislative solution to this issue, but that will no longer be necessary."

Perry had sent letters to the chairmen of the House and Senate Armed Services Committees asking for their help if IRS insisted on taxing moving allowances.

An IRS release said the guidance "will also confirm that no deduction is allowed for any expenses incurred in connection with a transfer of military personnel to a new permanent duty

station to the extent the expenses are reimbursed by an excludable allowance."

The guidance appears in the *Internal Revenue Bulletin 1994-23*, dated June 6, 1994.

(American Forces Information Service)

OPM Proposes 'Family Friendly' Sick Leave

Federal employees facing the dilemma of caring for a sick family member should soon have a more "family friendly" policy to meet their needs. The Office of Personnel Management proposes allowing employees to use sick leave to care for certain family members who are ill or to attend funerals.

The proposed regulation will allow employees to use up to five days of sick leave each year to care for a sick child, spouse or parent. Employees may also use sick leave to arrange for and attend the funeral of one of those family members.

Federal employees earn 13 days of sick leave annually, but on the average, they use eight. The amount of sick leave an employee may use in any one year under this regulation is limited to ensure employees have adequate sick leave to meet their own needs as well as their families' needs. The same proposal will allow an employee's sick leave to be recredited after a break in service of any length. Currently, sick leave cannot be recredited after a break of more than three years.



The purposed changes are in the May 11 Federal Register. An OPM spokesperson said barring opposition, the agency will issue final regulations soon after the 60-day comment period. Until then, current policy remains in effect.

(Evelyn D. Harris, American Forces Information Service)

Coming Soon — 19th Army Intelligence Ball

Lt. Gen. Ira C. Owens, deputy chief of staff for intelligence, Headquarters, Department of the Army; and Maj. Gen. Paul E. Menoher Jr., commanding general, U.S. Army Intelligence and Security Command, invite all active and retired military personnel, Department of the Army civilians, and their guests to attend the 19th annual Army Intelligence Ball.

Additionally, friends of the Army intelligence community are invited to attend and join in the camaraderie. This year's ball will be held the evening of Sept. 24 at the Radisson Plaza Hotel, Mark Center, Alexandria, Va. Attendance is limited, with tickets available on a first come, first served basis. Tickets will be available in early August for \$40 each. Group seating is available on request. For reservations, ticket price or other information, contact either Lt. Col. Jake East at (703) 695-1758, DSN 225-1758; or Capt. Steve Carney at (703) 607-3398, DSN 227-3398.

(Capt. Steve Carney, HQDA ODCSINT)

Task Force Studies Tuition Assistance

More soldiers than ever are taking advantage of the Army's Tuition Assistance program, but funding is not keeping pace. So the Tuition Assistance Task Force is looking at how to get the best value for the money available.

At its first meeting, the task force discussed possible solutions to the program's funding problems. Suggestions included: reducing the tuition assistance staff; eliminating some programs or limiting degree programs in which soldiers can participate.

Another option is to copy the Air Force's program, the Community College of the Air Force. Through this, airmen gather college credits from their noncommissioned officer leadership courses, ultimately earning an associate's degree.

Soldiers already can earn college credit for their military courses. Under a program like the Air Force's, the Army would operate like a college, automatically recording credit hours earned and awarding the degree.

(Army News Service)

Natick Develops Reversible BDUs

The idea — make a lightweight camouflage uniform with woodland on one side and desert on the other. The challenge — colors bled through, and the material was too heavy to be practical.

Scientists, working for 10 years at the U.S. Army Natick Research, Development and Engineering Center, Natick, Mass., have finally developed such a fabric and are testing it now.

The concept of reversible uniforms is not new. The Germans used them in World War II, but the material was thick, heavy and uncomfortable, with only a single color on each side. And they offered no protection from modern near-infrared surveillance devices.

So Natick has been studying the problem, trying different techniques, and exploring commercial, industrial and academic efforts in the same field. But a thin, tough, reversible fabric continued to be just a concept.

Recently, Natick scientists found a solution. Using two different printing techniques, they applied the woodland camouflage, with a reverse-side print of the three-color desert pattern, to standard uniform fabric.

Eventually, they hope to develop various combinations of the uniform. In addition to woodland/desert, they're looking at woodland/urban, desert/urban and woodland/snow.

Now Natick has 2,000 linear yards of the woodland/desert material and is testing it for toughness and suitability. At the same time, designers are figuring out the style, like how to make reversible pockets that aren't bulky.

Natick hopes to have reversible uniforms in use by the year 2000.

(Army News Service)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"I need a couple of guys what don't owe me no money fer a little routine patrol."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JULY 1944

1 (US) Gen. George C. Marshal asks Gen. Joseph W. Stilwell for his reaction to a possible split of China-Burma-India into two theaters.

4 (Italy) U.S. Seventh Army moves to Naples in preparation for invasion of South France.

5 (US) Joint Chiefs of Staff, in memorandum to President Franklin D. Roosevelt, recommend that Gen. Stilwell be promoted from rank of Lt. Gen. to Gen.; that Chiang Kai-shek be urged to place Stilwell in command of all Chinese forces; that Gen. Sultan be given command of Chinese Corps in Burma; and

that Gen. Raymond A. Wheeler replace Stilwell as Deputy to Adm. Louis A. Mountbatten.

6 (US) President Roosevelt, accepting recommendations of Joint Chiefs of Staff, radios Chiang Kai-shek as suggested.

17 (FR) Gen. Erwin Rommel, severely wounded when his car is strafed by aircraft, is unable to continue his duties as commander of Army Group B, and Field Marshal Guenther von Kluge takes over.

20 (GE) In East Prussia, near Rastenburg, attempted assassination of Adolf Hitler fails.

25 (SHAEP) Gen. Dwight D. Eisenhower directs that U.S. forces in Normandy be regrouped under a new U.S. Army group, the 12th. Gen. Omar N. Bradley will head the new command and set the time of its activation.

Event Locations:

(FR) France
(GE) Germany
(Italy) Italy
(US) United States
(SHAEP) Supreme Headquarters,
Allied Expeditionary Forces

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

July 1994

National Ice Cream Month
National Recreation and Parks Month

- 1 500th MI Brigade Change of Command, Camp Zama, Japan
- 4 Independence Day (Federal Holiday)
- 7 513th MI Brigade Change of Command, Fort Gordon, Ga.
- 8 Foreign Science Technology Center Change of Command, Charlottesville, Va.
- 13 Twilight Tattoo, Elipse, Washington, D.C.
- 13-17 Transportation Corps Regimental Week
- 17 National Ice Cream Day
- 18 Commanding General's Town Hall Meeting, Fort Belvoir, Va.
- 20 Twilight Tattoo, Elipse, Washington, D.C.
- 27 Twilight Tattoo, Elipse, Washington, D.C.
- 28 66th MI Brigade Change of Command, Augsburg, Germany

August 1994

National Catfish Month
National Water Quality Month
National Romance Awareness Month

- 1 Friendship Day
- 4 Coast Guard Birthday (1790)
- 7 Purple Heart Anniversary (1782)
- 7 U.S. War Department Established (1789)
- 17 Bad Aibling Station Change of Command, Germany
- 19 INSCOM Day, Fort Belvoir, Va.
- 22-24 Philip A. Connelly Awards, San Antonio, Texas
- 26 Women's Equality Day

—1994—

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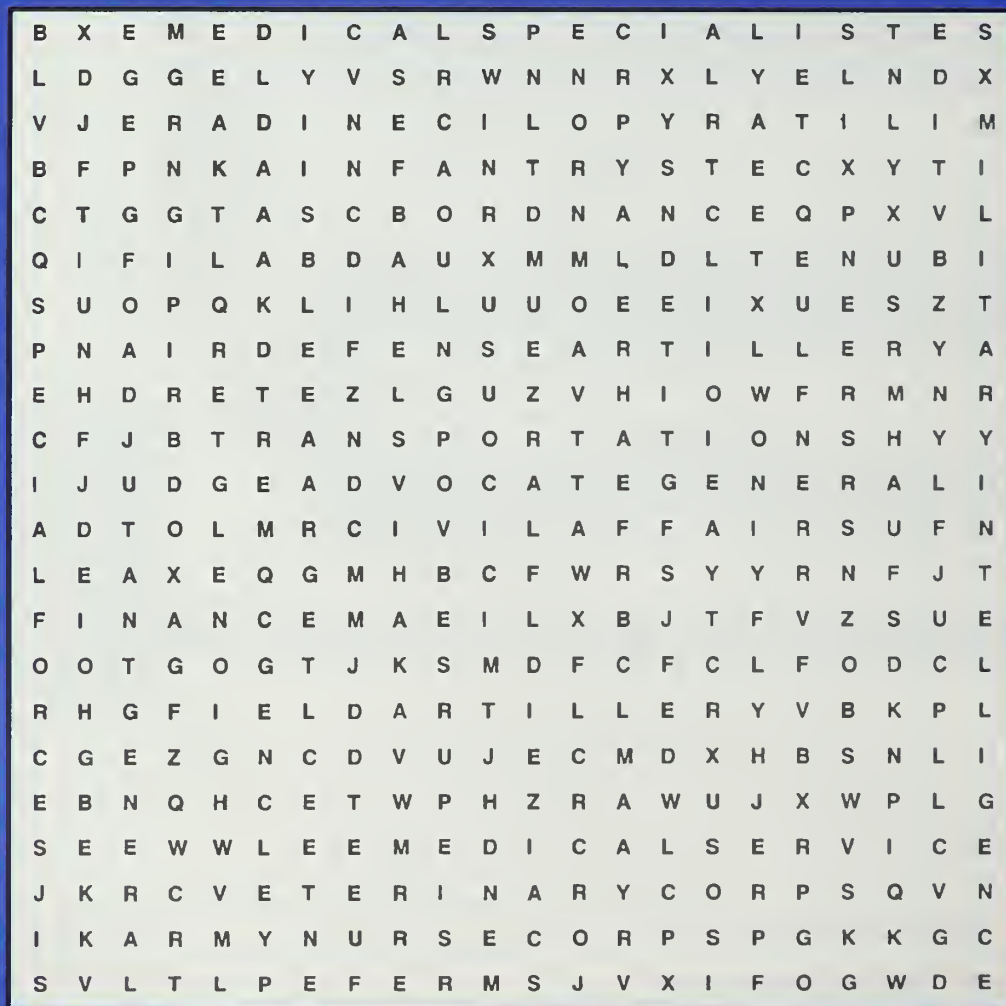
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Branches of the U.S. Army

By Maj. Donna L. Walthall, INSCOM PAO



*Words may be read straight across, backward, up, down or diagonally.
The solution is on page 15.*

ADJUTANT GENERAL
AIR DEFENSE ARTILLERY
ARMOR
ARMY NURSE CORPS
AVIATION
CHAPLAINS
CHEMICAL

CIVIL AFFAIRS
DENTAL
ENGINEERS
FIELD ARTILLERY
FINANCE
INFANTRY

JUDGE ADVOCATE GENERAL
MEDICAL
MEDICAL SERVICE
MEDICAL SPECIALIST
MILITARY INTELLIGENCE
MILITARY POLICE

ORDNANCE
QUARTERMASTER
SIGNAL
SPECIAL FORCES
TRANSPORTATION
VETERINARY CORPS